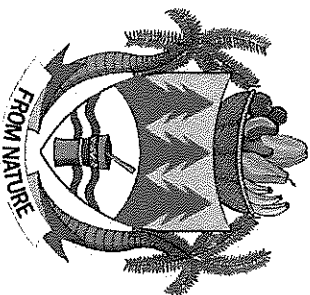


# GREATER TZANEEN MUNICIPALITY

Annexure A

## Adjusted Performance Plan 2018/19 DIRECTOR



### Employee Details

Name: Ms. P Makhubela  
Position: Chief Financial Officer  
Accountable to: Municipal Manager  
Period: 1 July '18 - 30 June '19

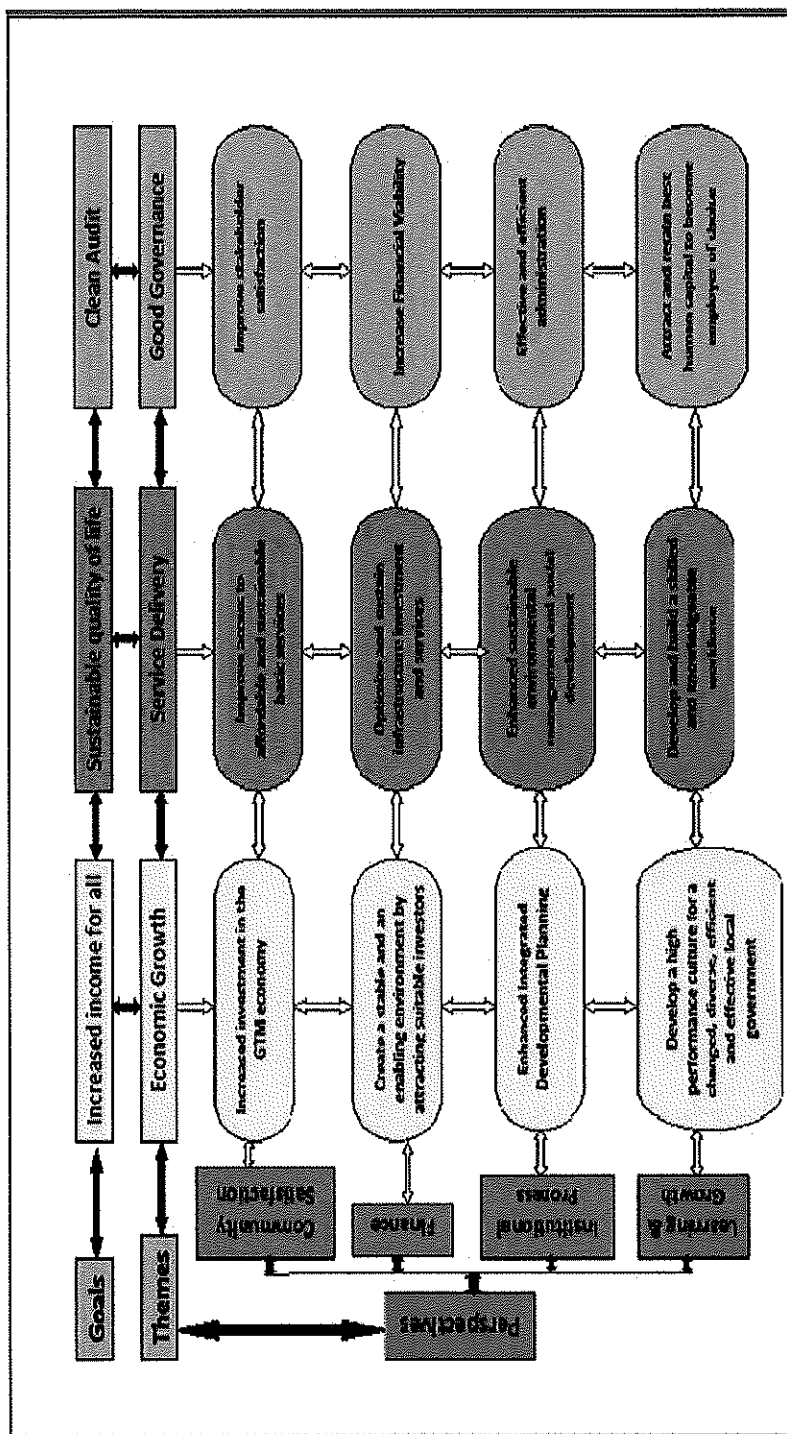
### Content:

1. Strategy Map
2. Position Vision & Mission
3. Key Performance Areas: Position Weighting
4. Key deliverables (KPIs and Projects)
5. Competencies
6. Performance Assessment Process
7. Rating Scale
8. Approval of Personal Performance Plan

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# 1. Strategy Map 2018/19



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## 2. Position Vision & Mission

Municipal Vision	
A Green, Prosperous and United Municipality that Provides Quality Services to All	
Municipal Mission	
<p>The Greater Tzaneen Municipality is committed to provide quality services to its economy by:</p> <p>“Promoting social and economic development;  Providing and maintaining sustainable services;  Ensuring efficient and effective utilization of all available resources;  Ensuring Promoting Environmental sustainability;  Promoting effective stakeholder and community participation.”</p>	
Position Vision	
To be the best managed Budget and Treasury Department in Limpopo managing towards financial sustainability	
Position Mission	
To secure sound and sustainable management of the financial affairs of Greater Tzaneen Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other senior manager of their duties and delegation contained in the MFMA	

## 3. Key Performance Areas: Position Weighting

Municipal KPA	% Weight
Service Delivery	10%
Economic Growth	0%
Good Governance	90%
Weighted Total	80%
Competencies (Weighted Total)	20%
Grand Total	100%

\* As contained in the GTM Strategy Map

#### 4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
								Target Sept '18	Target Dec '18	Target Mar '19	Target Jun '19	
GG	Effective and Efficient administration	Sound Governance	Average no of working days taken to respond to internal audit queries for the Department	1%	Number	New KPI	100%	100%	100%	100%	100%	Register of Audit queries
GG	Effective and Efficient administration	Sound Governance	% of Departmental AG queries responded to within 3 working days	1%	Percentage	New KPI	100%	100%	100%	100%	100%	Register of Audit queries
GG	Increase financial viability	Budget management	% of CFO departmental budget spent	1%	Percentage	New KPI	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	Increase financial viability	Budget management	% of Departmental overtime budget spent	1%	Percentage	New KPI	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	Effective and Efficient administration	Sound Governance	# of Departmental monthly reports submitted on time for consideration by Exco (15 working days)	1%	Number	New KPI	12	3	3	3	3	Monthly report Email to Secretariat
GG	Effective and Efficient administration	Risk Management	% of Departmental Risks mitigated by year-end	1%	Percentage	New KPI	100%	N/A	N/A	N/A	80%	Strategic Risk Assessment Report
GG	Effective and Efficient administration	Sound Governance	# of Departmental meetings held	3%	Number	New KPI	4	1	1	1	1	Minutes and Attendance Registers
GG	Effective and Efficient administration	Sound Governance	# of Departmental Management meetings	3%	Number	New KPI	12	3	3	3	3	Minutes and Attendance Registers
GG	Effective and Efficient administration	Sound Governance	% of MPAC recommendations implemented within the required timeframe (CFO)	2%	Percentage	New KPI	100%	100%	100%	100%	100%	MPAC resolution register
GG	Effective and Efficient administration	Sound Governance	% of Audit Committee recommendations implemented within the required timeframe	5%	Percentage	New KPI	100%	100%	100%	100%	100%	Audit Committee resolution register
GG	Effective and Efficient administration	Sound Governance	% of Council Resolutions for CFO implemented within the required timeframe	5%	Percentage	New KPI	100%	100%	100%	100%	100%	Council Resolution register
GG	Effective and Efficient administration	Sound Governance	% of District technical committee meetings attended	1%	Percentage	New KPI	100%	100%	100%	100%	100%	Invitation and attendance register

#### 4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones					Portfolio of evidence required
GG	Effective and Efficient administration	Asset Management	Implementation of Assets Management (R2 831 000)	5%	Q1: Investigations into assets not found, Verification and impairment of assets, Calculation of depreciation and unbundling of assets. Ongoing - Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (40%) Q2: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (40%) Q3: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (40%)	Actual awaited	100%	Investigations into assets not found, Verification and impairment of assets for assets completed, Calculation of depreciation and unbundling of assets (clearing of suspense accounts) (60%)	Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (60%)	Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (80%)	Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (100%)	1	*Asset Management annual Plan *Asset Verification Report *Asset Management Reports from ARMS *Monthly reconciliations of suspense accounts
GG	Effective and Efficient administration	Management and Administration	# of Departmental meetings held (CFO)	1%	Number	actual awaited	4	1	1	1	1	1	Minutes & Attendance Registers
GG	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Office of the CFO	1%	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CFO offices and delivered (100%) Q4: Not applicable this quarter	New KPI	100%	Not applicable this quarter	Furniture needs analysis and Procurement process for the acquisition of furniture (10%)	Furniture procured for CFO offices and delivered (100%)	Not applicable this quarter	1	Quotations Proof of receipt of furniture

#### 4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
GG	Effective and Efficient administration	Regulatory Framework	# of finance related policies revised annually	5%	Number	17	17	n/a	n/a	n/a	17	Budget Policies Council Resolution
GG	Effective and Efficient administration	Sound Governance	# of MSCOA progress reports submitted to Council	1%	Number	actual awaited	4	1	1	1	1	Minutes & attendance Register
GG	Effective and Efficient administration	Sound Governance	# of MSCOA Steering Committee meetings	5%	Number	actual awaited	12	3	3	3	3	*MSCOA Process Plan *Quarterly MSCOA reports *Council Resolution
GG	Increase financial viability	Asset Management	Annual Asset verification report concluded by 30 August '18	2%	Number	1	1	1	n/a	n/a	n/a	Annual Asset Verification report
GG	Increase financial viability	Budget management	Draft Budget submitted to Council by 31 March annually	5%	Number	28-Mar	1	n/a	n/a	1	n/a	Draft Budget Council resolution
GG	Increase financial viability	Budget management	Annual Budget tabled by 31 May annually	5%	Number	25 May '18	1	n/a	n/a	n/a	1	Budget Council resolution
GG	Increase financial viability	Budget management	Annual Adjustment budget approved by Council by 28 Feb	5%	Number	28-Feb	1	n/a	n/a	1	n/a	Adjustment Budget Council resolution
GG	Increase financial viability	Budget management	Cost coverage	1%	Ratio	1.5	1.60%	n/a	1.6	n/a	1.6	Financial reports Financial viability calculations
GG	Increase financial viability	Budget management	Debt coverage	1%	Ratio	18.3	18.30%	n/a	18.3	n/a	18.3	Financial reports Financial viability calculations
GG	Increase financial viability	Expenditure Management	% creditors paid within 30 days	5%	Percentage	Actual awaited	100%	100%	100%	100%	100%	Monthly reports Creditors Age Analysis Report
GG	Increase financial viability	Expenditure Management	% of Finance Management Grant Spent	5%	Percentage	Actual awaited	100%	25%	50%	75%	100%	Monthly Expenditure Report
GG	Increase financial viability	Financial Reporting	# of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	3%	Number	12	12	3	3	3	3	Acknowledgement of receipt by NT & PT
GG	Increase financial viability	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	5%	Number	31-Aug-18	1	1	n/a	n/a	n/a	Acknowledgement of receipt by AG & PT
GG	Increase financial viability	Revenue Management	# of Households billed	1%	Number	25500	26 000	26 000	26 000	26 000	26 000	Billing reports

#### 4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
GG	Increase financial viability	Revenue Management	Outstanding service debtors to revenue	3%	Ratio	39.4	39.4	n/a	39.4	n/a	39.4	Financial reports Financial viability calculations
GG	Increase financial viability	Revenue Management	# of indigents registered on indigent register	1%	Number	36732	36732	25764	25764	25764	25764	Indigent register
GG	Increase financial viability	Revenue Management	% Accuracy of Contracted meter reading and credit control services	5%	Percentage	Actual awaited	95%	95%	95%	95%	95%	Billing report Invoice & Report from Service Provider
GG	Increase financial viability	Revenue Management	Contracted services valuation roll (R2,000,000)	5%	Q1: Monitor the re-valuation of properties in line with land use changes approved by PED, ensure capturing of new values on financial system, monitor expenditure (25%) Q2: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (50%) Q3: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (75%) Q4: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor	Actual awaited	100%	Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (25%)	Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (25%)	Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (25%)	Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (25%)	Register of requests for adhoc valuations Service provider Monthly Reports
GG	Increase financial viability	Supply Chain Management	Demand Management Plan approved by Council by 30 June Annually	5%	Number	Plan approved but not on time	1	n/a	n/a	n/a	1	Demand Management Plan Council Minutes

#### 4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones				Portfolio of evidence required
SD	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of electricity infrastructure as % of asset value	5%	Percentage	Actual awaited	2.7%	n/a	n/a	n/a	2.7%	Asset Register Expenditure Reports
SD	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of municipal buildings as % of asset value	5%	Percentage	Actual awaited	2.7%	n/a	n/a	n/a	5.0%	Asset Register Expenditure Reports
SD	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of roads as % of asset value	5%	Percentage	Actual awaited	8.0%	n/a	n/a	n/a	8.0%	Asset Register Expenditure Reports
SD	Optimise and sustain infrastructure investment and services	Asset Management	R-value spent on maintenance of the fleet as % of asset value	5%	Percentage	Actual awaited	15.0%	n/a	n/a	n/a	15.0%	Asset Register Expenditure Reports
SD	Optimise and sustain infrastructure investment and services	Free Basic Services	R-value of Free Basic Electricity to Households	20%	R-value	Actual awaited	R 4 400 000	R 1 100 000	R 1 100 000	R 1 100 000	R 1 100 000	FBE Payments
SD	Optimise and sustain infrastructure investment and services	Free Basic Services	% of households earning less than R1100 served with free basic electricity (registered as indigents)	20%	Percentage	100% (25764)	100% (36,732)	100%	100%	100%	100%	Indigent Register & Eskom and GTM connection lists
SD	Optimise and sustain infrastructure investment and services	Free Basic Services	% households earning less than R 1100 with access to free basic waste removal (total registered as indigents)	20%	Percentage	7%	10%	10%	10%	10%	10%	Indigent register Billing Report
SD	Optimise and sustain infrastructure investment and services	Free Basic Services	Total number of registered indigent households who received free basic water and sanitation (GTM service area)	20%	Number	1380	1525	1525	1525	1525	1525	Indigent register Billing Report

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## 5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
<b>Leading competencies</b>			
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>Impact and Influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organisational Awareness</li> </ul>	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	<ul style="list-style-type: none"> <li>Human Capital Planning and Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and dispute Management</li> </ul>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	5%
Programme and Project Management	<ul style="list-style-type: none"> <li>Programme and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Programme and Project Monitoring and Evaluation</li> </ul>	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	5%
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning and Execution</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> </ul>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	15%
Change Leadership	<ul style="list-style-type: none"> <li>Change Vision and Strategy</li> <li>Process Design and improvement</li> <li>Change Impact Monitoring and Evaluation</li> </ul>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	15%
Governance Leadership	<ul style="list-style-type: none"> <li>Policy Formulation</li> <li>Risk and Compliance management</li> <li>Cooperative Governance</li> </ul>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	15%

## 5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
<b>Core Competencies</b>			
Moral competence	<ul style="list-style-type: none"> <li>Integrity</li> <li>Transparency</li> <li>Accountability</li> </ul>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> <li>Time management</li> <li>Forward planning</li> <li>Project Management</li> </ul>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	5%
Analysis and Innovation	<ul style="list-style-type: none"> <li>Objective problem analysis</li> <li>Innovative thinking</li> <li>Process optimisation</li> </ul>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management	<ul style="list-style-type: none"> <li>Gain and share knowledge</li> <li>Data analysis</li> <li>Employee Empowerment</li> </ul>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	10%
Communication	<ul style="list-style-type: none"> <li>Balance diverse perspectives</li> <li>Communication with stakeholders</li> <li>Compile clear &amp; concise reports</li> </ul>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	5%
Results and Quality Focus	<ul style="list-style-type: none"> <li>Setting high standards</li> <li>Results orientation</li> <li>Monitoring &amp; Evaluating progress</li> </ul>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
<b>Total</b>			<b>100%</b>

## 6. Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

### 1. Performance Assessment:

- 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed
- 1.2. Progress against the KPI's and Targets will be captured in preparation for the review.
- 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
- 1.4. KPI's and activities are audited and copied to the Performance Plans before assessment date.
- 1.5. The employer must keep a record of the mid-year review and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

### 3. The process for determining Employee ratings are as follows:

- 3.1. The employee to motivate for higher ratings where applicable.
- 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
- 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
- 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
- 3.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:  
Rating: 1 2 3 4 5  
% Score: 0-66 67-99 100-132 133-166 167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

7. Rating Scale				
Score				
5 (167%) Outstanding Performance (Above and beyond what was expected)	4 (133-166%) Performance Significantly Above Expectations	3 (100-132%) Fully Effective (Implemented what was planned)	2 (67-99%) Not Fully Effective (Planned targets not fully met)	1 (0-66%) Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.



